

Department of the Navy
Naval Facilities Engineering Command
...One Facilities Engineer Voice



ENGINEERING HOUSING REAL ESTATE BASE
CAPITAL IMPROVEMENTS BASE OPERATIONS CAPITAL
OPERATIONS CONTINGENCY ENGINEERING HOUSING
DEVELOPMENT CAPITAL IMPROVEMENTS BASE
IMPROVEMENTS BASE OPERATIONS CONTINGENCY

STRATEGIC PLAN

Fiscal Years 2003-2009 (FYDP)

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REAL ESTATE ENVIRONMENTAL BASE DEVELOPMENT
BASE OPERATIONS CAPITAL IMPROVEMENTS BASE
CONTINGENCY ENGINEERING HOUSING REAL ESTATE
SE DEVELOPMENT CAPITAL IMPROVEMENTS BASE

Our Strategic Outlook



Every member of Team NAVFAC - Civilians, Military, and Contractors should feel a tremendous sense of pride for our many accomplishments. The extraordinary facilities engineering support we provide has contributed significantly to the combat readiness of our Naval forces across the globe. With this Strategic Plan for fiscal years 2003 to 2009, we are looking to expand NAVFAC's contributions and enhance our support while increasing our integration and relevance with future readiness requirements. We can no longer rest on our laurels. We must all be fully engaged and committed, but more importantly this must become your Plan.

The foundational elements of our Strategic Plan remain NAVFAC's Mission, Vision, and Guiding Principles. They provide the roadmap that helps guide us to effectively "accomplish the mission" today and in the future. Our Mission defines why we exist and the value we provide to our clients. Our Vision manifests our pledge to actively support the readiness of the Navy and Marine Corps Combat Team. The Guiding Principles describe those behavioral values that are the essence of everyone who is part of Team NAVFAC. These foundational elements set our course and steady our rudder to steer us in a direction that helps secure the future of U.S. Naval superiority.

Our Plan is aligned with SECNAV and CNO priorities as manifested in my "Top Five": Alignment; Interdependence; Alliances; Quality of Services; and Community Management. They serve as the genesis for our four strategic Focus Areas of People, Innovation, Clients, and Operations. Within the four Focus Areas are Strategies and Measures of Success, which articulate course and speed, and how we will measure our progress.

Our Strategic Plan is supplemented by Corporate Business Line Plans including our Public Works Centers, and future year Field Command Business Plans that provide specific, actionable guidance to implement NAVFAC's strategic direction. They are complimentary implementing documents to carry the Command's strategic intent to each and every member of our Team. Our annual execution plans translate all this into reality for our clients.

To our People: I expect everyone in NAVFAC to understand, adopt, and proactively support the implementation of this Strategic Plan and ask that you personally own it. Throughout the Plan you will see the term "One Facilities Engineer Voice" which simply defined means each and every one of us on the facilities team is directly and inextricably tied to each other. This truly goes beyond NAVFAC - to the Facilities Team and Installation Management Team throughout the Department of the Navy. By providing seamless delivery of facilities engineering support, our clients see NAVFAC accomplishing its mission, without having to see all the moving pieces. But it means that we must act as a team in every sense of the word. I cannot overstress this. You are part of a Navy-Marine Corps Combat Team that is bigger than the Command in which you serve and you and your teammates are essential to making it all fit together.

To our Clients: Your ability to accomplish your mission defines our success. We are fully committed to providing you top-quality products and services delivered on time and on or under budget. Our Measures of Success in this Plan define the areas we will be evaluating to ensure we are on the right track. For each Measure of Success, we have specific metrics that assess progress and provide us with critical indicators to ensure the level and quality of support you receive from us is top-notch.

We have clearly charted our course with this Strategic Plan. So what does this mean to Team NAVFAC? It means that we will all stay committed and focused to maximize our contribution to the combat readiness of our Naval forces. And as with any team, working together is success...and key to our success is speaking with One Facilities Engineer Voice across the Department of the Navy. I am proud to serve with you and look forward to the future we will create together.

A handwritten signature in black ink that reads "Michael R. Johnson". The signature is fluid and cursive.

Michael R. Johnson
Rear Admiral, CEC, U.S. Navy

Strategic Plan

Fiscal Years 2003-2009

FOUNDATIONAL ELEMENTS

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- 4 People
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Implementing Documents

(Published Separately)

- NAVFAC Concept of Operations
- Functional Templates
- Global Performance Metrics
- NAVFAC Business Line Plans
- Command Business Plans for:
 - Navy Public Works Centers
 - Engineering Field Divisions
 - Specialty Centers
 - Naval Construction Force

TEAM NAVFAC:

Professional, timely, best-value public works and facilities support is founded on the competence of the global Civil Engineer Corps/Civilian/Contractor workforce. It is independent of Command, independent of billet and independent of location.

*This is our critical contribution
to the Navy-Marine Corps Combat Team.*



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Our Mission

We are the Navy's facilities, installation and contingency engineers.

We serve the Navy and Marine Corps Combat Team, Unified Commanders, Department of Defense and other federal agencies.

We plan and deliver innovative, best-value, technology-leveraged solutions and alternatives that enable our clients to accomplish their mission.



Guiding Principles

ACCOMPLISH THE MISSION

Built on our Navy Core Values of
Honor, Courage, and Commitment
Team NAVFAC will:

Listen first - seek to understand
Communicate openly and honestly
Respect each other
Be accountable

**Speak with
One Facilities Engineer Voice**

Our Vision

We are *critical* to Navy and Marine Corps combat readiness and quality of service.

We are *leaders* who offer and deliver world-class facilities engineering and management.



Facilities Team Outcomes

Product of the Plan

- People:** Highly competent, client-focused, interdependent global team.
- Innovation:** Proactive contributor to combat readiness and next generation of Naval shore infrastructure.
- Clients:** Respected, integral member of the Navy and Marine Corps Combat Team.
- Operations:** Well-trained and equipped Naval Construction Force, with world class logistics systems.
- Technology-leveraged advice and solutions that integrate all aspects of facilities/contingency engineering and public works support.



People

Attract, Lead, Manage and
Develop a Global Workforce



Facilities Team Outcome

Highly competent, client-focused,
interdependent global team.

Strategies

Focus on leadership and Community Management

- ⊗ *Workforce Shaping.* Shape, achieve and sustain a competency-based global workforce with skills that match business line requirements.
- ⊗ *Professional Development.* Enhance leadership and career development through active community management.
- ⊗ *Consistent Recognition.* Recognize superior teams and team- member performance.
- ⊗ *Communications.* Improve communication throughout all Command levels.
- ⊗ *Quality Workplace.* Provide a safe and efficient work environment.





Measures of Success

Categories of metrics to assess our progress

P-1 Properly Sized and Shaped Workforce

Improved retention, succession management and balanced percentage of interns and apprentices.

P-2 Increased Qualifications

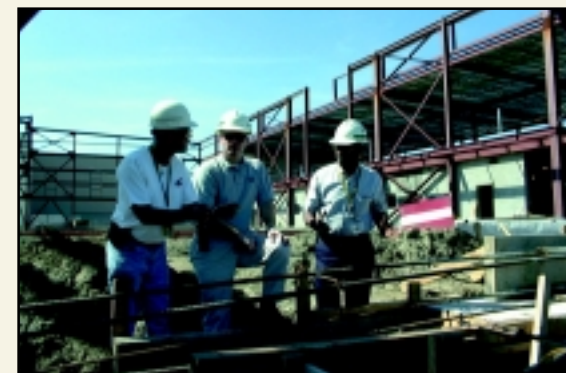
Increased percentage of professional licenses, degrees and certifications.

P-3 Improved Training

Increased amount, quality and effectiveness of our training.

P-4 Improved Workforce Satisfaction

Increased Team NAVFAC satisfaction as measured in the Annual Survey.



Innovation

**Develop Transformational
Infrastructure Solutions**



Facilities Team Outcome

Proactive contributor to combat readiness and the next generation of Naval shore infrastructure.

Strategies

Focus on developing next-generation products and services through innovative Business Line and Program leadership

- ⊙ *Processes.* Sustain a culture of continuous innovation in all Business Lines and Programs. Capture best practices into our Financial and Business Management Systems.
- ⊙ *Asset Management.* Support alignment with future Navy and Marine Corps mission requirements and weapons systems.
- ⊙ *Technology Transfer.* Integrate advanced technologies to enhance Quality of Service and meet Naval shore infrastructure requirements efficiently and effectively.
- ⊙ *Information Transfer.* Incorporate Web-based enterprise systems, leveraging the Navy and Marine Corps Intranet.
- ⊙ *Privatization.* Expedite transition of Navy and Marine Corps Housing. Seek out and optimize other infrastructure opportunities.
- ⊙ *Professional Alliances.* Strengthen our capabilities through alliances with organizations in government, academia and industry.



Measures of Success

Categories of metrics to assess our progress

I-1 Reduced Facility Acquisition, Renovation and Repair Cycle Time

Reduced acquisition, renovation, and repair process time across a broad range of products and services.

I-2 Innovative Infrastructure

Increased amount and financial leverage of privatized housing, enhanced use leases, public/private ventures, and other opportunities.

I-3 Asset Effectiveness

Improved identification of total facilities requirements by functional area across the Navy. Better linkage of GIS data and inventory systems.

I-4 Increased Enterprise IT Usage

Increased number of standard business processes incorporated into enterprise information systems.



Clients

Enable Client Success



Facilities Team Outcome

Respected, integral member of the Navy and Marine Corps Combat Team.

Strategies

Focus on integration with our clients

- ❁ **Client Liaison.** Enhance client, claimant, and service liaison capability and effectiveness to increase satisfaction, and improve product and service delivery.
- ❁ **Alignment.** Aggressively pursue alliances with key leadership at all levels within Department of Defense.
- ❁ **Client Communication.** Communicate effectively and openly with our clients to understand their current and future requirements.



Measures of Success

Categories of metrics to assess our progress

C-1 Process and Delivery Satisfaction

Increased client satisfaction as measured in our Annual Survey.

C-2 Product and Service Satisfaction

Increased client satisfaction with timeliness, quality and lower cost using point of delivery feedback.



Operations

**Deliver Best Value, Professional
Products and Services**



Facilities Team Outcomes

Well-trained and well-equipped Naval Construction Force, with world-class logistics systems.

Technology-leveraged advice and solutions to integrate all aspects of facilities/contingency engineering and public works support.

Strategies

Focus on ensuring the Seabees and our contingency engineers are ready to respond anytime, anywhere. Dedicate ourselves to technical and service excellence.

- ⊗ ***One Facilities Engineer Team.*** Effectively leverage capabilities/resources and improve synergy through functional integration of PWCs, EFDs, Specialty Centers, Naval Reserve components, the Naval Construction Force and contractors.
- ⊗ ***Integrated Product Teams (IPTs).*** IPTs work together to deliver quality, cost-effective products and services executed on time and within budget.
- ⊗ ***Safety.*** Consistently apply Operational Risk Management principles.
- ⊗ ***Naval Construction Force.*** Enhance leadership, logistics management, training and support to improve Seabee effectiveness.
- ⊗ ***Partnering.*** Maximize the use of formal and informal partnering in the delivery of products and services.

Measures of Success

Categories of metrics to assess our progress

0-1 Cost Effectiveness

Reduced facility acquisition and life-cycle costs.

0-2 Improved Safety

Reduced accident rates and related costs for our military, civilian and contractor workforce.

0-3 Greater Naval Construction Force Capability

Improved Seabee effectiveness to meet required operational capabilities in all environments.

0-4 Integrated Technology Solutions

Increased use of integrated enterprise systems to execute work in all NAVFAC Business Lines.

0-5 Small Business Performance

Improved performance of the Small and Disadvantaged Business Program.



Integrated Core Capabilities

We accomplish the mission by employing core capabilities during peacetime, wartime, and Military Operations Other Than War (MOOTW). These core capabilities form the broad base of the products and services we provide to our clients through our business lines.

Our contribution to the Department of the Navy is the integration of our core capabilities. Each person and organization within NAVFAC advances the skills, tools and processes to build and strengthen our core capabilities through quality of service to our clients.

Command Business Lines

Contingency Engineering
Housing
Real Estate
Environmental
Base Development
Capital Improvements
Base Operations

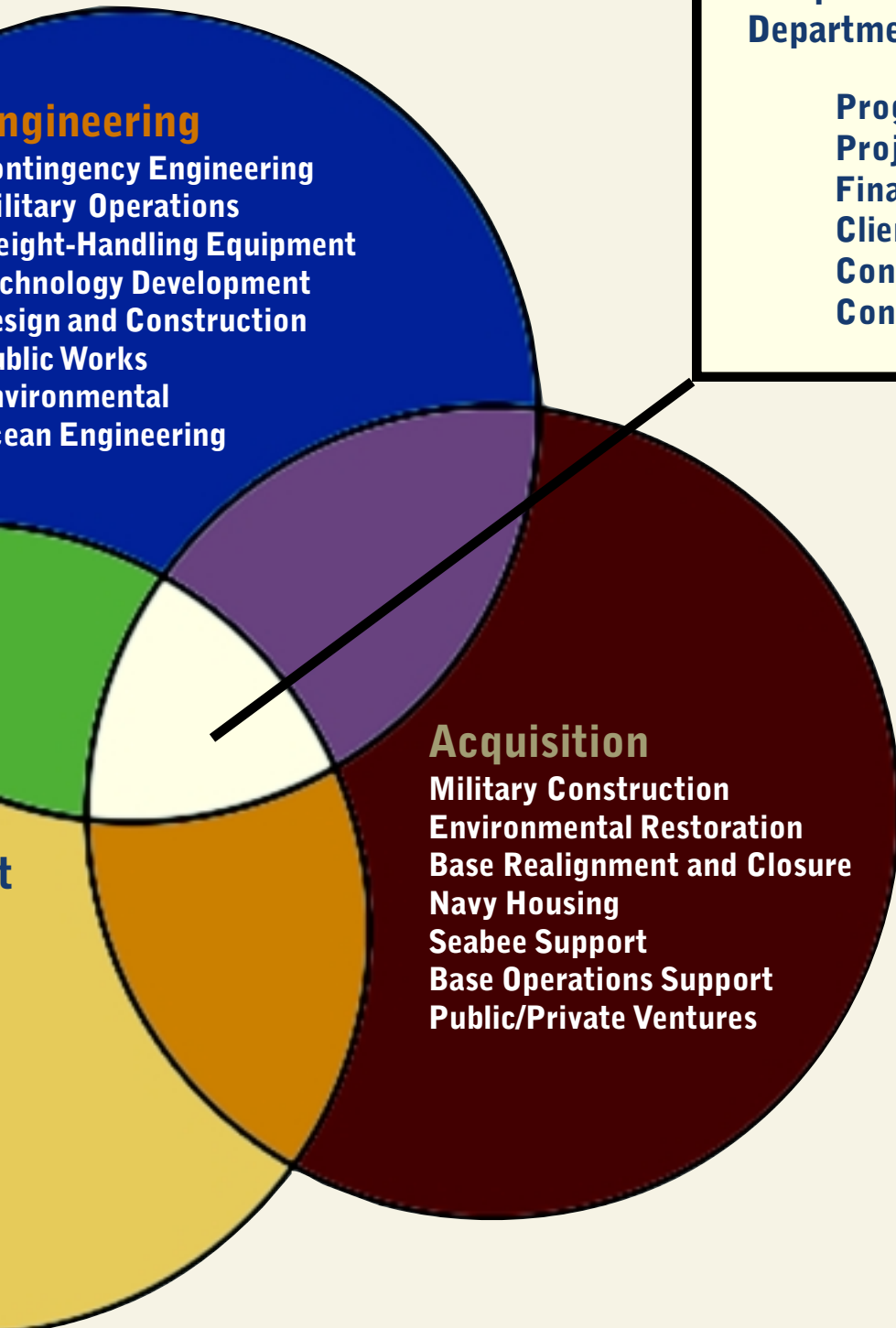
Base Development

Facility Planning
Regional Planning
Environmental Planning
Real Estate

INTEGRATION

Unifies our Core Capabilities in Engineering, Acquisition and Base Development to create our unique contribution to the Department of the Navy.

Program Management
Project Management
Financial Management
Client Liaison
Consulting
Contracting



Major Accomplishments

Team NAVFAC is proud of the products and services we deliver to our clients in the fleet, the Department of Defense and other governmental organizations. Throughout the world, the people of NAVFAC are making important contributions to the progress, success and future of the Navy. These examples are just a few of our recent major accomplishments.

Mobile Utilities Support Equipment Program

MUSE provides mobile power plants, substations and steam plants to support temporary utility shortfalls at Navy and DoD locations worldwide. Equipment is currently deployed in support of fleet operations on a global basis. MUSE can be found providing power and steam production support for weapons testing in Dahlgren, Va., for hazardous materials processing at DoE facilities in Idaho and refugee and detainee operations in Guantanamo Bay, Cuba. MUSE has been deployed for numerous emergent utility shortfalls at disaster recovery missions at facilities worldwide.



Navy Environmental Lab Accreditation

The Navy Environmental Lab at Pearl Harbor, Hawaii, became the second Navy laboratory to receive accreditation under the National Environmental Laboratory Accreditation Program (NELAP), an organization sponsored by the Environmental Protection Agency (EPA). The Pearl Harbor facility is operated and staffed by PWC Pearl Harbor. To date, the Center's lab is the only one in the state that has applied for and received NELAP accreditation.



Bachelor Enlisted Quarters

The first fast-track design-build project at 29 Palms, Calif., for Bachelor Enlisted Quarters was a resounding success. The project to accommodate 384 U.S. Marines in 192 separate living quarters was awarded in December 1999 and was completed ahead of schedule in January 2001. Coordination among the Marine Corps Communications Electronics School, Soltek Pacific, ROICC 29 Palms and Southwest Division allowed design, review and construction activities to occur concurrently.



Naval Facilities Engineering Command

Logistics Improvement Roadmap

The Logistics Improvement Roadmap (LIR), developed with buy-in and support throughout the Naval Construction Force (NCF) and spearheaded by Naval Construction Battalion Center, Port Hueneme, Calif., is focused on shaping and delivering a comprehensive logistics system throughout the NCF. The LIR provides the blueprint that will ensure Seabees have full capability, interoperability, and are ready to perform their "Build and Fight" mission.



DoD Educational Activity (DoDEA)

Elementary and Middle Schools

In order to provide quality education in an enhanced teaching and learning environment, a permanent, state-of-the-art elementary and middle school campus was designed and constructed to replace interim school facilities at Andersen Air Force Base, Guam. The \$40 million project represents over 264,000 square feet of facilities. The campus serves over 1,400 elementary and middle school students.



Aircraft Acoustical Enclosure

The single story steel and concrete facility built for NAS Oceana will permit testing of a jet engine while it is installed in an aircraft. The facility can accommodate one F/A-18 or F-14 aircraft at a time. It includes an air intake with silencers and a high-temperature exhaust silencing system, along with a contiguous observation room and a mechanical equipment room.



USS COLE Memorial

On October 12, 2000, 17 Sailors lost their lives to a terrorist attack on the USS COLE. The Navy dedicated a memorial on October 12, 2001, in honor of these brave men and women. The memorial, located along Willoughby Bay near Naval Station Norfolk, began as a vision of the ship's crewmembers and became a reality as the result of thousands of private donations. "This memorial is a fitting tribute to the 17 brave men and women in USS COLE who gave their lives in service to our country," said Admiral Robert J. Natter, Atlantic Fleet Commander.



Hydrant Refueling System

The hydrant refueling system installed in the interior of the Operations Building at Moron Air Force Base, Spain, supports the Spanish Air Force and the U.S. Air Force. The project includes installation of hydrant refueling pits, storage tanks and truck fuel stands.



Major Accomplishments

Medium Tactical Vehicle Replacement (MTVR)

The MTVR's incorporation into the Seabee Table of Allowance (TOA) marks one of the first Naval Construction Force (NCF) procurements to initiate and institutionalize full Life Cycle Support for fielded systems Integrated Logistics Support (ILS). In addition, the MTVR is fully integrated with the U. S. Marine Corps for procurement and support. Integration of the MTVR into the NCF, managed by the Naval Construction Battalion Center, Port Hueneme, (NCBC PH) includes full ILS of both training and maintenance. The MTVR is the first vehicle to use Contractor Logistic Support (CLS) providing the NCF customer 24-hour service via a 1-800 number plus on-line service representatives.



Demolition Program

Public Works Center-Pe... because of the DoD's m... costs to offset declining... team of experts in the c...



The Navy Crane Center has delivered the first three of as many as 15 new portal cranes for Navy Shipyards in FY02 and placed orders for four more 60-ton portal cranes for FY03 delivery. A 151-ton portal crane for Norfolk Naval Shipyard and a 60-ton portal crane for Pearl Harbor Naval Shipyard are seen departing the contractor's plant. Seven cranes ordered to date have a contract value of \$58 million.



Bachelor Enlisted Quarters

The project for NSA Naples, Italy included demolition of three-story barracks and construction of a new five-story enlisted housing structure. The ground floor of this facility will include the Liberty Center for single Sailors and an Education Center.

Electronic Solicitations Web Site Award

In May 2001, the Electronic Solicitations Web Site (ESOL) won a prestigious award as "Best DoD E-Commerce Web Site." Established in 1999 as a joint effort between the NAVFAC Acquisition and Engineering directorates and the NAVFAC Information Technology Center, ESOL now serves more than 32,500 active registered contractors worldwide. Proactive in making the site more user friendly, language support of Italian, Japanese and Spanish was added in 2001 to better serve overseas clients.



Naval Construction Force, Navy Training Systems Plan

The Naval Construction Battalion Center, Port Hueneme developed the first task-based Navy Training Systems Plan (NTSP) for the Naval Construction Force. For the first time, the NCF has a consolidated training requirements document that is used for training planning and POM issues. The NTSP provides a training task inventory and defines a 30-year training pipeline by rank/rating. A consolidated effort between NAVFAC, NCBC

Port Hueneme, Naval Construction Brigades, Naval Construction Regiments, the Naval Construction Training Center, Port Hueneme, and the Civil Engineer Corps Officers' School.



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arl Harbor has placed new emphasis on demolition work need to reduce infrastructure and facility maintenance g DoD budgets. PWC PEARL has built an experienced demolition business. Demolition efforts provide one-



stop, cradle-to-grave demolition services. Two large demolition projects were housing buildings at Kalaeloa (Barbers Point), saving the Navy \$300,000, and Army housing buildings at Schofield Barracks.

ROICC Projects

Our ROICCs continue to perform worldwide to support clients' needs. From berthing wharfs to housing units, medical/dental clinics to air traffic control towers, our ROICCs have completed worldwide projects for clients within the Navy and Marine Corps, Unified Commanders, Department of Defense and other federal agencies.



Berthing Wharf

The new wharf constructed in San Diego to support the USS NIMITZ not only provides a new carrier homeport site, but also created a unique habitat enhancement area. The project created eight acres of inter-tidal and sub-tidal habitat, as well as additional habitat for the endangered Snowy Plover. Half a million cubic yards of sand was used to create an island for habitat enhancement where wildlife will forage for food.



Environmental Engineering

Southern Division environmental engineers support Navy and Marine Corps bases with cutting-edge technology in the total management of federal environmental programs. Our highly innovative and nationally recognized environmental restoration services are provided at sites such as this NAVAIR installation in McGregor, Texas.



Naval Medical Center

In 1830, the Navy opened its first hospital in Portsmouth, Va. As part of a 12-year re-development of the entire Naval Medical Center there, the original hospital building is being restored and renovated. It will be used for Command administration and to house the medical library and records.

One Facilities Engineer Voice

Principles of One Facilities Engineer Voice

**Leadership and Professionalism
are our Foundation.**

- ⦿ **Understand your role and how you fit into the big picture.**
- ⦿ **Respect and support your teammates wherever they work.**
- ⦿ **Communicate, Communicate, Communicate — and then do it again.**
- ⦿ **BE PROUD OF YOUR TEAM!**



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